

1 WYBC

REPORT ON LOCAL SALES PROCEDURES

for

THE IVY NETWORK

Brown University
Cornell University
Dartmouth College
Harvard University
University of Pennsylvania
Princeton University
Yale University

Compiled by

William F. Gratz
WVER

THE UNIVERSITY OF CHICAGO

1911

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INTRODUCTION

The purpose of this booklet is to acquaint each station in the Ivy Network with the procedures followed by each of the other stations with regard to Local Sales. To this end we will deal with the setup for local sales at each station, the methods used to train new members for local sales, and the general procedure followed by each station in order for a local sponsor to have his message get on the air.

I should like to thank Theodore Wehe of Brown, Tom Krampf of Dartmouth, Cooper Langford of Harvard, Len Lauter of Penn, Robert Yegge of Princeton, and Theodore Galletton of Yale who supplied the information herein contained.

William Gratz
Cornell University
Ithaca, N. Y.
May 5, 1954

MEMORANDUM

The purpose of this report is to present a summary of the work done by the various committees of the Board of Directors during the year 1934. The committees are: the Finance Committee, the Audit Committee, the Executive Committee, the Nominations Committee, the Compensation Committee, the Legal Committee, the Public Relations Committee, the Research Committee, the Training Committee, and the Welfare Committee. Each committee has been assigned specific duties and has been working to carry out these duties during the year.

I should like to express my appreciation to the members of the Board of Directors for their interest and cooperation in the work of the committees. I also wish to thank the various departments of the company for their assistance in carrying out the duties of the committees.

Very truly yours,
Wm. H. [Name]
President

ORGANIZATION

Brown - There is a double functioning setup at Brown, the Advertising Manager has charge of the salesmen, and the Senior Account Executive, the account executives. The salesmen contact prospective sponsors, make sales, and follow up accounts through the account executives. The account executives are responsible for preparing the copy for their account, checking periodically with the sponsor for new ideas or changes in the copy, and in general, keeping the sponsors happy.

Cornell - The sales manager is directly responsible to the business manager, and is in charge of the salesmen. He is responsible for the training of the salesmen, and for assigning them to cover the various potential sponsors. The secretary of the business department is responsible for seeing that sponsors receive copies of the commercial continuity. The continuity department handles the functions that the account executives perform at Brown; this department is responsible however to the Program Director.

Dartmouth - There are three executives connected with local sales. The Advertising Director is the head of the department. His job is to train new persons in the department, assign the members to accounts. He is directly concerned with local sales, seeking new customers and new advertising possibilities, coordination of older accounts, and running more routine affairs. The Assistant Advertising Manager assists the advertising manager and is in charge of regional sales (areas outside Hanover). The Commercial Copy Chief is responsible for the writing of commercials and the servicing of all accounts. By keeping close contact with the sponsors, he keeps them happy.

Harvard - There is a staff of members and candidates constituting the sales sub-department of the advertising department. The functions are directed by a sales manager, who is appointed by the advertising manager. He is responsible for supervision of sales training, sales assignments, and keeping a check on the activities of each salesman. In conjunction with the advertising manager, he is responsible for planning the overall sales campaign.

Penn - The sales manager is in charge of local sales. The salesmen do all the selling and servicing of accounts, servicing at least twice a month to check on results and on commercial copy. The salesman takes the data on copy from the sponsor and gives this to the commercial copy department.

Princeton - The Advertising Director is in charge of local sales. Under him are two associate directors, one for control and one for sales. Functioning below this are the assistant directors for promotion and commercial copy, and the head account executive.

THE FUTURE

There is a general feeling of optimism among the business community, and the Government is doing its best to encourage it. The business community is feeling that the Government is doing its best to encourage it. The business community is feeling that the Government is doing its best to encourage it.

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The salesmen are the only sponsor contact, and service accounts once a week. Commercial copy, from the salesman's information, is prepared under the direction of the ass't director for commercial copy, and service of accounts is handled through the head account executive.

Yale - The business manager is in charge of the business department and under him is the advertising manager who coordinates all functions regarding local sales. There are five sub-divisions in the advertising department; Solicitation is in charge of the initiation of all radio sales work, and the two managers assign accounts to be visited. Ad-servicing sees that each sponsor is seen regularly to show continuity, work out new material, promotions, and program courtesies. Promotion is in charge of all promotion work. Credit is in charge of checking on unpaid bills, and collecting them. Television is in charge of local TV sales, service, and copy. Merchandizing is in charge of all forms of merchandizing done for local sponsors.

TRAINING

Brown - All heelers are exposed to one general session devoted to the workings of the advertising department. Then when new members join the department, they undergo a more intense and detailed training program in which sales candidates are taught the finer points of selling, and the account executives are taught the details and make-up of copy-writing. During this period they are assigned to work with one of the regular members of the staff for guidance, and upon completion of the course are sent out on their own on specific sales assignments or assigned to specific accounts - as the case may be.

Cornell - All compets are trained by the sales manager. He explains the workings of the department and teaches them the fine points of selling. Then they go out with one of the old hands, and then when they have proved competent in the opinion of the sales manager they are given a list of potential sponsors to visit. After this the compets meet with the sales manager to talk over problems encountered, and the sales manager, by giving them practical problems teaches them more about the techniques of selling radio.

Dartmouth - Each entering man in the department has to go through an extensive training program. His first requirement is a thorough knowledge of a handbook on general sales technique, typical problems encountered, and the advantages particular to WDBS. The heeler must then accompany an experienced salesman out on an assignment to gain some sort of an orientation to an actual sales situation. Then as a final step, the heeler must deliver a sales speech to the advertising director, thus proving his ability and competence. After passing this speech, the heeler is assigned to regular work as a salesman.

Harvard - WRB sales training is divided into two segments. For the first weeks (usually two) of a candidates training, the candidate devoted his time theoretical considerations of sales problems. He learns the specific advantages of radio over other media, and he learns how to evaluate an advertiser, and his specific needs. He spends the rest of his candidacy working as a salesman, usually on fairly small or simple accounts (and under the close supervision of the sales manager).

Penn - The method of training begins with the study of the WXPB sales handbook. After this the procedure is much as that used at Brown.

Princeton - An intensive training program of three to four weeks duration is given to candidates for advertising. The lectures are given weekly by the Advertising Director or one of his Associates. Each candidate is given one of the positions in the department to handle for one day under the supervision of the man in the position.

By the end of the training program each man has performed every duty in the department. A comprehensive pamphlet for training has been compiled which covers advertising in general, and copy writing. At the end of the training period, each candidate is given a written test, and a test on the operation of the wire recorder (used in sales work). An oral test is then given to see if the candidate can approach and sell a town merchant. This test is in the form of an actual contact with a town merchant who has advertised and is sold on WPRU. He gives the station his opinion of the salesman and he is graded accordingly. On successful completion of these tests, the candidate is admitted to the advertising department and is assigned account executive jobs.

Yale - Each WYDC heeler is required to sell at least \$25 of advertising in order to become eligible for election. Thus, the training of salesmen comes during the heeling period. During the first week of the competition, the heeler is given a pamphlet which lists the eleven selling points to be memorized, plus other helpful information needed to sell an advertiser. Besides knowing the points of selling, the heeler must know the procedure in filling out a contract and various other important details of the business department procedure. To aid him in this training, he is assigned a "father" who is a member of the department. The "father" gives him a test on procedure, and also tests the heeler's sales ability by posing as a prospective advertiser to whom the heeler tries to sell time. In this way the heeler can be corrected in any mistakes he might make before a real prospect. After passing this test and getting the "father's" ok, the heeler receives his first weekly solicitation assignments from the solicitations managers. He is often accompanied by the "father" in his first sales effort.

COVERAGE AND PROCEDURES

Brown - WDRU maintains a card file on all prospects who might in any way have some need to reach a college market. This file is annotated each time a prospect is contacted with pertinent information regarding the interview: the date of contact, briefly what transpired, reception to the idea of radio advertising, who else (if agency, owner, etc) to contact, and the general attitude of the man contacted. This provides a basis and a reference for future members of the sales staff and a basis of approach for a second try or for a renewal.

At present WDRU is expanding saleswise, and there are still many untapped sources of advertising. Currently (march 2, 1954) there are a wide variety of sponsors including; restaurant, movies, cleaners, clthiers, sporting goods, record shop, and service stations. Most sponsor on a continuous basis, although there are some that advertise from time to time.

At present the give-away is much in evidence as an attraction to potential sponsors as a means of measuring audience reaction, prizes being given for quiz questions or "treasure" tunes. Another idea, borrowed from Princeton is to run an ad in the Brown Daily Herald the day on which an away game is being broadcast. This as mentions all the sponsors. Also used are window display posters. The result of this is to publicize both the station and the sponsors.

Cornell - WDRR maintains a card file on all potential sponsors in Tthaca and environs. Accounts from this file are assigned permanently to various members of the sales staff. From the file it is possible to check up on the work of each salesman since he fills in information on the cards after visiting each sponsor, telling about the interview, its success, or lack of it, and when to return, etc. In addition these cards containa credit rating by the treasurer, based particularly on promptness of paying bills, emphasizing those accounts which have been difficult to collect.

At present there are many different advertisers ranging over the same field as Brown. With the size of Ithaca it has not been possible to completely cover the area, salesmen concentrate on only the most likely merchants, those who would be interested in larger amounts of advertising.

One of the local sales features has been the exam time marathons, seven to ten days of continuous music. This is sold to local merchants, at a package rate for one hour per dy for each day of the marathon, the hours which each gets being rotated around the twenty-four hour period, so that each gets poor and good times of the day for his commercials.

When a contract is sold, the salesman makes out an Order to Commence Broadcast Card, copies of which go to the sales manager, program director, and continuity director. The continuity director

then assigns a writer to the contract, this man to contact the sponsor and obtain the information to write the commercial. The salesman also fills out the contract form in triplicate (Standard NAB contract form), one copy for the advertiser, one for the business department files, and one for the treasurer for billing. Before attempting to sell any times, the salesman first checks with the program director to determine what times, and what programs are available for sale.

Dartmouth - The salesman receives his assignment from the Advertising Director. Before he leaves, he checks the Commercial Log for open air time, and then heads for his destination carrying: 1) a local rate card, 2) a sales brochure to be left with the prospect, and 3) polling statistics to show the low cost of advertising per listener. After the salesman has made the contact, he returns to WDBS and always, whether successful or not, fills out and puts in the Advertising Director's box: 1) a salesman report card so that a running record will be kept of every account. It is kept on file for use by future salesmen.

If the sale is not successful, it is checked over by the Advertising Director who files the salesman report card. If it is successful, the following material is filled out: 1) contracts typed out neatly by the salesman and given to the Advertising Director to be checked and signed, and are to be signed by the sponsor as soon as ~~xxx~~ possible. The white contract is given to the sponsor and a green copy is returned to the advertising director, ~~xx~~ 2) the commercial information form which is filled out completely by the salesman and filed in the box of the Commercial Copy Chief, 3) advertising time order which is given to the Advertising Director to expedite scheduling and is filed by him, 4) commercial log key card which is given by the advertising director to the man in charge of the Commercial Log. It indicates date, type, and time of broadcast of sale, 5) memo to the comptroller given to comptroller by advertising director for billing purposes, 6) advertiser's sales card filed by the advertising director which tells dates, & amount of sale. It is a record of all sales made in the current and past years, and 7) the commercial scheduling postcard sent to the sponsor confirming the times of broadcast.

There are 13 men in the sales department of WDBS. There is a weekly meeting of all members of the department and all men are required to stop by the business office each day between 12:15 and 1:15. Locally the department covers about 50 merchants in town and has had, and continues to have, successful dealings with 30 of these.

Harvard * The fundamental solicitation procedure consists in assigning each salesman one day a week on which he solicits two specifically assigned accounts. Any extra work is then done on a voluntary basis. After each call, salesmen are required to submit a solicitation report. These are filed with the sales manager for future reference and planning purposes.

WHRB uses three basic sales tools; written presentation, rate cards, and audience research reports. The presentations are prepared for each solicitation by the salesman, and are intended to pitch a program

specially adapted ~~by~~ to the needs of each prospect. The rate card is fundamentally similar to rate cards used throughout the radio industry. Audience research reports are prepared from regular polls taken of 10% samples of the college. They are taken to get regular ratings on WHRB's programs, and to investigate audience characteristics of particular interest to any sponsor.

WHRB solicitation is divided between two distinct fields. First there is the area of Harvard Square immediately adjacent to the Harvard Yard. In this area WHRB solicits all sorts of advertisers. The accounts include everything from barber shops to clothiers. Anything of use to the Harvard man. In Boston, however, WHRB does not often solicit accounts which would duplicate services easily available in Harvard Square. In Boston the greatest successes, and consequently the greatest efforts, are in the field of entertainment advertising. Movies, restaurants, and special events supply a large segment of local advertising revenue.

Penn - After each sponsor is approached, the WXPB salesman fills out a data sheet which gives the approach used, nature of contract offered, and the reasons for completion or incompleteness of the sale. This report goes to the sales manager so that he has a record of what the salesmen are doing and a permanent file of how each potential sponsor feels about advertising over WXPB. If a sale has been made the salesman fills out a contract form (Standard NAB contract form) and a commercial copy card which is filed with the Commercial Copy Director giving that department adequate time to prepare the copy and gives information upon which copy should be based. There is also a time clearance slip which is circulated and acknowledged by the Business Manager, Program Director, Traffic Director, and Commercial Copy Director to indicate what times the commercial is to go on to each of these people.

Princeton - (from Robert Yegge) In April of the year, the Advertising Director, the Program Director, the Production Director, and the Technical Director meet to determine a master program schedule for the coming broadcast year. The function of the Advertising Director at this meeting is to submit his suggestions for saleable shows and time preferences. When the master schedule is finished the Advertising Director will prepare a space availability list for his salesmen. This availability list is revised and redistributed to the salesmen approximately every month. Solicitation for the coming year's sales begin at the first of May. Active accounts are assigned to salesmen by the Advertising Director early in May.

Assuming the contract is sold, the purchaser signs a Broadcasting Agreement, and a copy of the agreement is retained by the purchaser. Before the salesman leaves the office, he is to fill out the agreement (typewritten) and have it signed by the Advertising Director. The salesman of course takes additional agreements to the client in the event the terms of the agreement are changed by the client. In that event, when the contract is returned to the office, signed by the client, the Advertising Director will approve the agreement. In most cases the agreement is approved before it is given to the client so as to avoid and irregularities in rates. When the agreement is returned to the office it is shown to the advertising director who records the sale in his Record of Sales book.

The salesman then makes a file on the account. In this file he will include a copy of the contract, a WPRU Service Report and any copy to be used or previously used. As additional copy of the Service Report as made to be put in the service book. When a salesman services an account he is to initial the Service Report in the folder as well as in the Service Book. The book gives the Advertising Director an opportunity to check quickly which accounts are being serviced. The material in the folder is useful for anyone in the Advertising or Business Depts. for a complete survey of the account. And when a salesman services an account he is to take the file with him so that all information on his client is readily available. After completing the file, the agreement is turned over to the Business Department for billing, etc.

The salesman writes the copy of the accounts he sells making at least one copy of each commercial for the file. He submits the copy for approval to the Commercial Copy Director who makes corrections and schedules the copy.

In the event the salesman does not sell a contract to a merchant he is to complete a solicitation report - then return it to the Associate Director of Adv. in charge of sales (this man does much of the work of the Adv. Dir. in matters pertaining to sales in the event of the absence of the Adv. Dir. or if so assigned. It is usual practice that the Dir. supervises all matters of sales for Spring solicitation while the Associate Dir. for sales supervises largely for year-round selling).

It is the practice of the WPRU advertising department to concentrate on year contracts in the Spring Term solicitation and spot contract are sold in the fall. A special salesman, usually the Assoc. Dir. for Sales handles all Freshman Week contracts. He attempts to sell merchants who have never used the radio medium for this five-day period to show them the very successful results. Year long contracts signed prior to the beginning of the Frosh Week broadcasting period are given free time during Frosh Week with the shows which they have bought for the year.

Yale - At the conclusion of each solicitation, the salesman fills out a Solicitation Managers Report. From the information on this report the solicitation managers determine at what date the places should next be solicited. They keep two record books of all prospective advertisers.

1. Each prospect is listed on a separate page in a loose-leaf notebook. Here is a complete record of when he has been seen, when he has bought advertising, and when he is to be seen again.
2. A separate page in a loose-leaf notebook is prepared for each week of the school year, prospects to be assigned during that week (including current advertisers whose contracts expire shortly) are thus in one place.

Before solicitation the salesman consults the Time Availability Sheet. This sheet tells what program times are available to be sold. Consult the solicitation report file for information concerning the place he is to solicit. After the sale in addition to the solicitation report, the salesman must reserve the program time by filling out a card and having it approved by the ass't program director. This card is then placed on the reserved time clipboard. The salesman also types out the contract in duplicate, gets client to sign, gives him one copy and returns the second to the station.

Using the duplicate contract as a guide, the salesman then types the following reports, after the contract has been signed. 1) The time order which gives the sponsors name, address, the starting and final date for the commercials, the length and time of broadcasts, and the charges for the broadcasts. 2) The continuity order which gives the same information plus any additional information that would be of use in writing the continuity. When the accounts are serviced the salesman fills an ad-service report and a continuity service report. The entire process of making forms after solicitation must be completed at least 60 hours before the sold program time.

BASIC RATES

	WIRU	WVER	WDBS	WHRD	WPRU	WYBC	WXPH*	WYBC-TV
One hour	\$10	\$20	\$12.50	\$16		\$20	\$11.35	\$90
Half hour	\$ 7	\$12.50	\$ 7.50	\$12		\$13	\$ 7.15	\$50
quarter hour	\$ 4	\$ 8	\$ 5.00	\$ 9		\$ 8.50	\$ 4.50	\$30
10 minutes	\$ 3	\$ 7		\$ 7		\$ 7		\$23
5 minutes	\$ 2	\$ 5	\$ 2.50	\$ 5		\$ 5	\$ 2.20	\$12
1 minute	\$ 1	\$ 2.75	\$ 2.00	\$ 3		\$ 2.50	\$ 1.05	\$ 5
30 seconds		\$ 2	\$ 1.00	\$ 2.25		\$ 2.00	\$.80	
Time signals		\$ 1					\$.50	\$ 2

* Class A rates - Class B rates 9.60, 5.40, 3.40, 1.70, .80, .60
Rates for WYBC-TV are simulcast rates.

MISCELLANEOUS INFORMATION

Brown - Commissions of 15% of the final paid contract for regularly scheduled broadcasts are paid to the salesmen, who in turn must pay one-third to the account executive for the servicing of the contract. Commissions of 10% are paid for sales involving sports events. Sponsorship of away sporting events has furnished a good deal of revenue for WPRU. As an additional stimulus to the salesmen a bar graph sales chart is maintained which keeps track of how much each salesman sells, and the standings in the department.

Cornell - WVER does not offer commissions to each salesmen since under the terms of the corporate charter members cannot be paid, and also since it is not felt to be fair then to other station departments.

Princeton - In servicing accounts one excellent method has been to make a wire recording of an experienced announcer reading the client's commercial and then play this for the sponsor. Much is done in the line of promotion. A general station brochure is provided for all salesmen with poll figures and pitch, and these are left with the client for reference. Monthly letters are sent to clients and prospective clients advising them of recent developments at the station. Account executives invite their clients to inspect the studios at least once a year. Included in monthly mailings are promotional sheets on special packages offered by WPRU. When selling a show a salesman will prepare a special brochure with a description of the program for sale, promotional pictures if possible, and articles from the Daily Princetonian, if any have appeared, about the program. The special brochure should include a proposal for an advertising program. In this the system is much like the special brochures that salesmen at WHRB use.

Two special promotion schemes are worth noting: Last year when Princeton played Harvard at Harvard, WPRU contacted WHRB for names of good "eating houses" clients. WPRU then wrote these places and enclosed contracts for ten spot announcements to be broadcast the week before the Harvard game. Four out of ten responded with signed contracts. At Thanksgiving and at Christmas and Spring vacation, letters were written to New York Hotels, Restaurants, Night Clubs, etc. enclosing contracts for ten spots for saturation before the vacations. About one-third response was affirmative.

Yale - At WYBC the position of Promotion Manager was set up this past year and two major campaigns were undertaken. One was an attempt to line up ski resorts in Vermont and New Hampshire. Due to unseasonable weather this was not successful, but prospects for next year look promising along this line. The other campaign was one in which letters were sent to Chambers of Commerce of several leading vacation centers in Florida, as well as Bermuda. These invited them to sponsor programs encouraging vacation trips to their respective cities. (As of this writing the results are not known.)

THE UNITED STATES

The first of the two main points of the report is that the United States is a country of free men and women, and that the government is responsible to the people. The second point is that the United States is a country of peace and good will, and that the government is responsible to the world.

The report also states that the United States is a country of progress and innovation, and that the government is responsible to the future.

The report further states that the United States is a country of justice and equality, and that the government is responsible to the people. The report also states that the United States is a country of freedom and democracy, and that the government is responsible to the world.

The report concludes by stating that the United States is a country of hope and optimism, and that the government is responsible to the future.

The report also states that the United States is a country of peace and good will, and that the government is responsible to the world.

Another fruitful field at WYBC is merchandizing. Throwaways (not permitted at Cornell) are a large part in the merchandizing and also public relations program. Coupled with this is newspaper advertising. Posters are also used, and each sponsor who buys a program for a definite duration is asked if he would like a poster announcing the fact that he does sponsor a show. Again this serves to publicize the station in addition to giving the merchant something extra. (here again Cornell faces the fact that posters using a sponsors name cannot be setup on campus). A big part of merchandising is verbal promotion in which all members of the station participate. This consists of spreading the name of sponsors to friends by word of mouth.

One factor that plays a large part in the sales procedure of all the stations is polling statistics. These are a vital part of the sales picture. Their worth is in the proof they offer the sponsor that he will be getting value for his advertising dollar, and in proving to him the low cost per listener. Polls provide a definite proof for the salesman's "pitch" and are therefore something to which each station devotes considerable time and effort.

In conclusion then there are several things to be said. From the above compilation it is easy to see how each station operates with respect to local sales. I leave it to each individual to draw his own conclusions as to the best methods. There are good and bad points for each one, and from this a happy medium can be drawn. Each station has submitted a number of forms, brochures, and training booklets. These are now on file at WVIR, and I would suggest that those interested should contact the other stations to get copies of each. Comparison of these will show many similarities, but there is still much that can be learned from them. It is not practicable to attempt to discuss or try to duplicate the information from them here. In the overall picture it is well to remember the part that continuity, promotion, merchandising, and polling all play with regard to making and consummating local sales.

